

# The Influence of Work Safety, Compensation, and Work Facilities on Employee Performance at PT. Sea Asih Lines

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ARTICLE INFO	ABSTRACT
<p><b>Article history:</b></p> <p>Received Oct 9, 2025 Revised Oct 20, 2025 Accepted Oct 26, 2025</p> <p><b>Keywords:</b></p> <p>Compensation Employee Performance Facilities Occupational Safety</p>	<p>Human resources are people who provide energy, thoughts, talents, creativity and efforts to the company. Human resources (HR) in the company need to be managed professionally in order to achieve a balance between the needs of employees and the capabilities of the company's organization. This research was conducted at PT. Sea Asih Lines located at Jalan Bangka Belawan No. II. Medan, Belawan City, Medan City, North Sumatra 20411. The planned research period is March 2025 to August 2025. In this study, the population is all employees of PT. Sea Asih Lines, totaling 80 people. Saturated sampling is a sampling technique when all members of the population are sampled. In this study, the sample taken is all employees who are the target of the study, totaling 80 employees. Based on the results of the study, work safety partially does not have a positive and significant effect on employee performance. Compensation partially has a positive and significant effect on employee performance. Work facilities partially have a positive and significant effect on employee performance. There is a simultaneous or joint influence between work safety, compensation, and facilities on employee performance.</p> <p><i>This is an open access article under the <a href="#">CC BY-NC</a> license.</i></p> 

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## 1. INTRODUCTION

In the modern era, many companies are competing to become superior in an increasingly tight business environment. Each organization strives to demonstrate its advantages in order to survive and thrive amidst competition. Every company is required to manage its human resources effectively by optimizing their potential. Organizations must pay close attention to and properly manage their employees as an effort to enhance overall performance. A lack of enthusiasm among workers can lead to delays in task completion. Human resources represent individuals who contribute their energy, thoughts, talents, creativity, and efforts to the company. According to Mangkunegara (2022), human resources in a company must be managed professionally to achieve a balance between employee needs and the organization's capabilities. This balance serves as the key foundation for the company to grow productively and sustainably.

According to Bedjo Siswanto (2022), employee performance is the level of work results assigned to an employee, including the processes undertaken to achieve those results. Generally, performance is defined as the success of an individual in carrying out their work. However, various scholars provide differing interpretations. Wibowo (2022) defines performance as "work or job achievement." Robbins (2022) considers performance as a measure of success in task execution,

while Bacal (2022) views performance within the management context as a continuous communication process involving collaboration between employees and their direct supervisors.

From a personality perspective, performance is often linked to personal characteristics (Robbins, 2022). Gibson, Ivancevich, Donnelly, and Konopaske (2022) explain that job performance is the result of activities related to organizational objectives such as quality, efficiency, and effectiveness. Therefore, aspects like quality, quantity, timeliness, cost-effectiveness, supervision, interpersonal influence, service, and value can serve as indicators of effective performance. Employee performance, thus, is a complex outcome influenced by both internal factors (individual characteristics) and strategic corporate efforts.

The phenomenon of employee performance at PT. Sea Asih Lines indicates that the company has not yet achieved its set targets. Data from 2020 to 2024 show that the realization of log-loading activities has consistently declined.

In 2020, the company employed 45 workers, targeting a loading volume of 460,796 m<sup>3</sup> and realizing 466,211 m<sup>3</sup> (1% above target). In 2021, with 48 employees, the target was 360,796 m<sup>3</sup> and realization was 363,955 m<sup>3</sup> (1% above target). However, performance dropped in 2022, when 50 employees achieved only 361,406 m<sup>3</sup> out of a 488,967 m<sup>3</sup> target (-35%). The decline continued in 2023, with 55 employees realizing 326,541 m<sup>3</sup> of a 450,558 m<sup>3</sup> target (-38%), and further in 2024, with 60 employees realizing only 310,264 m<sup>3</sup> out of a 448,525 m<sup>3</sup> target (-45%).

These figures reflect suboptimal performance, as realization failed to meet the company's expectations for three consecutive years. The data show that the loading and unloading process frequently experienced delays.

According to Ben Julian Desti, HRD Manager at PT. Sea Asih Lines, the underperformance stems from several factors: low employee awareness in using personal protective equipment (PPE), frequent workplace accidents that cause operational disruptions, unfair compensation distribution, and inadequate work facilities. Effective implementation of occupational safety not only protects employees but also enhances productivity, ultimately benefiting the company. In addition, high-risk working conditions are not matched with fair rewards, and inequity persists in wage distribution despite heavy workloads and demanding targets.

Reward systems, as stated by Desti, must be fair, transparent, and consistent with performance. Properly designed rewards foster a positive work environment, motivating employees to perform better and improving overall performance. However, the company has yet to provide optimal facilities, making it difficult for employees to meet their targets efficiently. Well-maintained facilities can help employees work more efficiently and effectively, enabling them to achieve their goals.

Stevedoring workers (TKBM) at PT. Sea Asih Lines face significant occupational risks, such as being struck by falling goods, swelling or injuries to hands and feet, slipping while pushing carts, respiratory issues due to dust exposure, and poor lighting at night. Furthermore, the availability of medical supplies, first-aid kits, and health checks is insufficient.

In some cases, workers have even fallen into the sea due to inadequate dock barriers and lack of attention to safety. Oil spills during ship maintenance make the docks slippery, while outdoor workers face exposure to extreme sunlight and rain. Lack of discipline and negligence in following standard operating procedures (SOP), combined with limited supervision from team leaders (KRK), exacerbate these risks. Consequently, workers often experience anxiety and insecurity, which negatively affect their concentration and performance.

An observation conducted over four days at PT. Sea Asih Lines revealed that most PPE was in poor condition. Helmets lacked straps, safety shoes were worn out, gloves were torn, and masks and life vests were insufficient relative to worker needs. Medical equipment and staff were also inadequate. These findings indicate a lack of awareness by the Stevedoring Workers Cooperative (TKBM) in maintaining proper PPE standards.

According to Ben Julian Desti, the lack of attention to occupational safety causes worker anxiety. When accidents occur, all operations are halted, delaying the company's targets. Supplying appropriate PPE and enforcing safety regulations can minimize accidents, reduce absenteeism due to injury, and ensure smoother operations. This finding is consistent with research by Mardhatila Fitri

Sopali (2025) and Lia Anjelina (2025), which found that occupational safety has a positive and significant effect on employee performance.

Compensation is the reward given by the company to employees for their services, responsibilities, and contributions in achieving corporate objectives. According to Murty and Hudiwinarsih (2022), adequate compensation and effective motivation programs can encourage employees to perform better and address workplace challenges.

At PT. Sea Asih Lines, stevedoring laborers are paid IDR 7,518 per cubic meter of successfully loaded material. In 2024, with a realized loading volume of 310,264 m<sup>3</sup>, the total wage amounted to IDR 2,332,410 per group of ten workers — or approximately IDR 233,241 per worker, including the foreman. However, wage distribution remains unjust. The foreman receives a monthly salary and still deducts a portion from the group's total wage without mutual agreement, despite sharing the same workload risks.

According to Ben Julian Desti, wage injustice remains a major concern. Many employees complain about low wages below the regional minimum wage, as well as the lack of incentives and promotion opportunities. Properly managed reward systems — both financial (salary, bonuses, incentives) and non-financial (recognition, promotion, training) — can enhance motivation, job satisfaction, and loyalty. Conversely, unfair or inconsistent rewards lead to dissatisfaction and decreased performance. This aligns with findings from Fiqri Ilham (2025) and Putri Resiya Febrianti (2025), who concluded that compensation has a positive and significant impact on employee performance.

Work facilities play an essential role in supporting employee performance and productivity. According to Moekjizat (2022), facilities are physical tools that process inputs into desired outputs. Proper facilities increase efficiency, focus, and morale while reducing fatigue and stress.

Observations at PT. Sea Asih Lines revealed that several tools and equipment — such as reach stackers, forklifts, steel ropes, manila ropes, loading nets, pushcarts, and pallets — were in poor condition due to aging and lack of maintenance. These inadequacies pose safety risks and hinder operational efficiency. The Stevedoring Workers Cooperative (TKBM) should conduct regular supervision, inspection, and replacement of damaged tools to reduce the high risk of accidents at the port.

According to Ben Julian Desti, the provision of work facilities by the company remains insufficient and unevenly distributed. Limited and poorly maintained equipment disrupts operational systems, particularly in meeting loading targets. A safe, comfortable, and well-equipped work environment enhances focus, efficiency, and motivation, leading to higher productivity.

These findings are consistent with the studies of Neta Triana and Hamman Zaki (2025) and Widya Puspita Prasetyanti (2025), who stated that work facilities have a positive and significant influence on employee performance. Based on the above discussion, occupational safety, compensation, and work facilities each have a positive and significant influence on employee performance at PT. Sea Asih Lines. Therefore, the company must improve the quality of its safety programs, ensure fair compensation distribution, and provide adequate facilities to enhance both employee well-being and overall organizational productivity.

## **2. RESEARCH METHOD**

This research employs a quantitative associative approach aimed at examining the causal relationship between work safety (X1), compensation (X2), and work facilities (X3) on employee performance (Y). The data consist of primary data obtained directly through questionnaires distributed via Google Forms to respondents, and secondary data derived from books, journals, and previous studies.

The research was conducted at PT. Sea Asih Lines, located on Jalan Bangka Belawan No. II, Medan City, North Sumatra, from March to August 2025. The population of this study includes 80 employees of PT. Sea Asih Lines. The sampling technique used is saturated sampling, meaning the entire population was included as the research sample.

Data collection was carried out using a Likert scale questionnaire (1–5) consisting of statements related to work safety, compensation, work facilities, and employee performance. The research instrument was tested using validity and reliability tests through the SPSS program, with the results showing that all items were valid ( $r\text{-count} > r\text{-table}$ ) and reliable (Cronbach's Alpha  $> 0.60$ ).

Data analysis was conducted using multiple linear regression to determine both the simultaneous and partial effects of the independent variables on the dependent variable. Prior to the regression analysis, data were tested through classical assumption tests, including normality, multicollinearity, and heteroscedasticity tests.

Hypothesis testing was carried out using the t-test to examine partial effects and the F-test to examine simultaneous effects, with a significance level of 0.05. The magnitude of the influence of the independent variables on the dependent variable was measured using the coefficient of determination ( $R^2$ ).

All analyses were performed using the latest version of SPSS, and the results were used to test the hypotheses regarding the effect of work safety, compensation, and work facilities on employee performance at PT. Sea Asih Lines.

### 3. RESULTS AND DISCUSSIONS

#### Classical Assumption Test

In statistical analysis using multiple linear regression, the research data must meet the classical assumption tests and must be free from any issues. The tests conducted are as follows:

#### Normality Test

To determine whether the data are normally distributed, the Kolmogorov-Smirnov Normality Test is used. The criteria are as follows: if the significance value  $> 0.05$ , the residuals are normally distributed; if the significance value  $< 0.05$ , the residuals are not normally distributed. The results of the normality test using SPSS are presented below:

**Table 1.** Normality Test  
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		80
Normal Parameters <sup>a,b</sup>	Mean	0,0000000
	Std. Deviation	1,95545082
Most Extreme Differences	Absolute	0,055
	Positive	0,055
	Negative	-0,054
Test Statistic		0,055
Asymp. Sig. (2-tailed)		.200 <sup>c,d</sup>
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Source: Researcher-Processed Data, 2025

The results of the Kolmogorov-Smirnov test showed a significance value of  $0.200 > 0.05$ . Therefore, it can be concluded that the residuals are normally distributed.

#### Multicollinearity Test

The multicollinearity test aims to examine whether the regression model shows correlations among one or all independent variables. Multicollinearity can be detected by observing the Variance Inflation Factor (VIF). The VIF threshold is 10, while the tolerance value threshold is 0.1. A model is considered free from multicollinearity if the tolerance  $> 0.10$  or equivalently  $VIF < 10$ . The results of the multicollinearity test are shown below:

**Table 2.** Multicollinearity Test

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.	Collinearity Statistics	
	B	Std. Error				Tolerance	VIF
1 (Constant)	-2,476	3,296		-0,751	0,455		
Keselamatan Kerja	0,418	0,108	0,199	3,859	0,000	0,430	2,323
Kompensasi	0,871	0,058	0,787	14,916	0,000	0,411	2,433
Fasilitas Kerja	0,076	0,072	0,037	1,052	0,296	0,930	1,075

a. Dependent Variable: Kinerja Karyawan

Source: Researcher-Processed Data, 2025

Based on the results of the multicollinearity test in the Collinearity Statistics table, the interpretation is as follows: The Tolerance values are Work Safety: 0.430, Compensation: 0.411, and Work Facilities: 0.930. All independent variables have Tolerance values well above 0.10 ( $0.430 > 0.10$ ,  $0.411 > 0.10$ , and  $0.930 > 0.10$ ). The VIF values are Work Safety: 2.323, Compensation: 2.433, and Work Facilities: 1.075. All independent variables have VIF values far below 10, and these values are very close to 1, indicating a very low level of intercorrelation.

Based on these two criteria, it can be concluded that the regression model used in this study does not have multicollinearity issues. This means there is no high or significant linear relationship between Work Safety, Compensation, and Work Facilities. Therefore, this regression model is suitable for predicting the dependent variable, Employee Performance, as the non-multicollinearity assumption has been fulfilled.

### Heteroscedasticity Test

The heteroscedasticity test aims to examine whether the regression model exhibits unequal variances of residuals from one observation to another. If there is no unequal variance of the residuals between the independent and dependent variables, the model is considered suitable for use. The results of the heteroscedasticity test were obtained using the Glejser test as follows:

**Table 3.** Heterokedastisitas Test

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
1 (Constant)	4,852	1,863		2,605	0,011
Keselamatan Kerja	-0,031	0,061	-0,083	-0,504	0,616
Kompensasi	-0,045	0,033	-0,228	-1,350	0,181
Fasilitas Kerja	-0,031	0,041	-0,085	-0,756	0,452

a. Dependent Variable: ABS\_RES

Source: Researcher-Processed Data, 2025

Based on a comparison of the significance (Sig.) values of each independent variable with the significance level  $\alpha = 0.05$ :

1. Work Safety: Sig. value is 0.616. Since  $0.616 > 0.05$ , this variable does not indicate any signs of heteroscedasticity.
2. Compensation: Sig. value is 0.181. Since  $0.181 > 0.05$ , this variable does not indicate any signs of heteroscedasticity.
3. Work Facilities: Sig. value is 0.452. Since  $0.452 > 0.05$ , this variable does not indicate any signs of heteroscedasticity.
4. Based on the Glejser test, it can be concluded that the regression model is free from heteroscedasticity problems. The variance of the residuals (error terms) in the regression model is homoscedastic or constant.

With this assumption fulfilled, the regression model can provide coefficient estimates that are unbiased and efficient, known as the Best Linear Unbiased Estimator (BLUE).

### Multiple Linear Regression Analysis

Based on the calculation of multiple linear regression analysis between work safety, compensation, and work facilities on employee performance, the regression model can be identified from the Standardized Coefficient Beta table. The advantage of using the Standardized Coefficient Beta is that it eliminates differences in units among the independent variables. Based on the calculations, the regression model from the coefficient table is as follows:

**Table 4.** Multiple Linear Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.	Collinearity Statistics	
	B	Std. Error				Tolerance	VIF
1 (Constant)	-2,476	3,296		-0,751	0,455		
Keselamatan Kerja	0,418	0,108	0,199	3,859	0,000	0,430	2,323
Kompensasi	0,871	0,058	0,787	14,916	0,000	0,411	2,433
Fasilitas Kerja	0,076	0,072	0,037	1,052	0,296	0,930	1,075

a. Dependent Variable: Kinerja Karyawan

Source: Researcher-Processed Data, 2025

The results from the regression equation above can be expressed as follows:

$$\text{Employee Performance} = 0.418(X_1) + 0.871(X_2) + 0.076(X_3) + e$$

1. The constant value of -2.476 indicates that if Work Safety, Compensation, and Work Facilities are zero (absent or not assessed), the average Employee Performance is predicted to be -2.476.
2. The Work Safety variable has a positive coefficient of 0.418, indicating a positive effect on Employee Performance. This means that for every one-unit increase in Work Safety, assuming Compensation and Work Facilities remain constant, Employee Performance is predicted to increase by 0.418.
3. The Compensation variable has a positive coefficient of 0.871, showing a strong positive effect on Employee Performance. This means that for every one-unit increase in Compensation, assuming Work Safety and Work Facilities remain constant, Employee Performance is predicted to increase by 0.871.
4. The Work Facilities variable has a positive coefficient of 0.076, indicating the smallest positive effect among the three variables on Employee Performance. This means that for every one-unit increase in Work Facilities, assuming Work Safety and Compensation remain constant, Employee Performance is predicted to increase by 0.076.

### Hypothesis Testing

#### Partial Test (t-Test)

The t-test is used to determine the partial effect of independent variables on the dependent variable. In this study, the independent variables include work safety, compensation, and work facilities, and the test aims to examine whether each of these variables has a significant effect on the dependent variable, namely employee performance.

**Table 5. Partial Test**

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.	Collinearity Statistics	
	B	Std. Error				Tolerance	VIF
1 (Constant)	-2,476	3,296		-0,751	0,455		
Keselamatan Kerja	0,418	0,108	0,199	3,859	0,000	0,430	2,323
Kompensasi	0,871	0,058	0,787	14,916	0,000	0,411	2,433
Fasilitas Kerja	0,076	0,072	0,037	1,052	0,296	0,930	1,075

a. Dependent Variable: Kinerja Karyawan

Source: Processed Data

1. The Effect of Work Safety on Employee Performance  
Based on the SPSS analysis, the calculated t-value is 3.859 with a probability of 0.000, which is less than 0.05. This indicates that the work safety variable has a positive and significant effect on employee performance.
2. The Effect of Compensation on Employee Performance  
The SPSS analysis shows a calculated t-value of 14.916 with a probability of 0.000, which is less than 0.05. This indicates that the compensation variable has a positive and significant effect on employee performance.
3. The Effect of Work Facilities on Employee Performance  
The SPSS analysis shows a calculated t-value of 1.052 with a probability of 0.296, which is greater than 0.05. This indicat.

### Simultaneous Test (F-Test)

**Table 6. Simultaneous Test (F-Test)**

Model		ANOVA <sup>a</sup>				
		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3170.671	3	1056.890	265.903	.000 <sup>b</sup>
	Residual	302.079	76	3.975		
	Total	3472.750	79			

Source: Processed Data

Based on the discussion above, it can be identified that the calculated F-value is 265.903 with a probability of  $0.000 < 0.05$ . Therefore,  $H_0$  is rejected and  $H_a$  is accepted, meaning that there is a simultaneous or joint effect of work safety, compensation, and work facilities on employee performance.

Berdasarkan pembahasan diatas, dapat diidentifikasi bahwa nilai Fhitung 265,903 dan probabilitas  $0,00 < 0,05$  sehingga dapat disimpulkan  $H_0$  ditolak dan  $H_a$  diterima, yang berarti terdapat pengaruh secara simultan atau bersama-sama antara keselamatan kerja, kompensasi, dan fasilitas terhadap kinerja karyawan.

### Coefficient of Determination (R Square)

The coefficient of determination measures the extent to which the model can explain the dependent variable. Its value ranges from zero to one. The table below presents the results of the determination test using SPSS:

**Table 7. Coefficient of Determination (R Square)**

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.956 <sup>a</sup>	.913	.910	1.994

Source: Processed Data, 2025

Based on the calculation results shown in the table above, it can be concluded that the Adjusted R Square value is 0.910 or 91.0%. This indicates that 91% of the variation in employee performance

can be explained by the variables of work safety, compensation, and work facilities. The remaining 9% is influenced by variables outside the model and this study.

### **The Effect of Work Safety on Employee Performance**

The results of the SPSS analysis showed a t-value of 3.859 with a probability (significance) value of 0.000. This value is far below the commonly used significance level of 0.05. Therefore, it can be concluded that, statistically, the work safety variable has a significant effect on employee performance.

A t-value greater than the t-table or a significance value below 0.05 indicates that the null hypothesis ( $H_0$ ), which states that there is no effect of work safety on employee performance, is rejected. Conversely, the alternative hypothesis ( $H_1$ ), which states that there is an effect, is accepted. This indicates that work safety is an important factor influencing employee performance within a company or organization.

Practically, this result can be interpreted to mean that the higher the level of work safety perceived by employees, the better their performance. Work safety provides employees with a sense of security and comfort in performing their tasks, allowing them to work more focused, productive, and efficient. A safe working environment also reduces the potential for workplace accidents and stress caused by risky work conditions.

This significant positive effect underscores the importance for companies to continuously improve aspects of work safety. Investment in safety equipment, safety training, and the implementation of clear standard operating procedures (SOPs) are concrete steps that can enhance employee performance. Employees who feel their safety is prioritized tend to be more loyal and motivated to contribute their best efforts to the company.

Furthermore, these results align with human resource management theories stating that a safe work environment is part of employees' basic needs. According to Maslow's hierarchy of needs, the need for safety is a fundamental requirement that must be met before employees can achieve optimal performance. Companies that can fulfill this need have a greater chance of increasing productivity and work effectiveness.

Work safety is an effort to ensure and maintain the physical and mental health and integrity of workers, particularly humans, in order to achieve a just and prosperous society (Mangkunegara, 2022). According to Mangkunegara, one of Maslow's hierarchy of needs theories highlights that the need for security is a fundamental requirement that must be fulfilled by companies. It includes protection from threats, dangers, conflicts, and environmental hazards to ensure individual safety and health.

Based on the data in the table, the statement with the lowest mean is statement number 4: "I use personal protective equipment (PPE) according to established standards," with an average score of 1.68. This indicates that respondents' compliance with PPE usage is still relatively low, especially compared to other statements with means above 2.4. Although 55% of respondents agreed, 33% were neutral, and 28% disagreed, indicating that a significant portion of workers are inconsistent or less aware of using PPE according to standards.

Low compliance with PPE usage signals potential issues in the implementation of work safety, whether in terms of supervision, employee understanding of PPE importance, or the availability of the equipment itself. This requires serious management attention, as PPE use is a basic form of protection to prevent workplace accidents. If employees neglect this, the risk of accidents or injuries increases. Therefore, companies should evaluate PPE provision, safety training, and enforce safety rules to ensure full compliance.

This aligns with research by Mardhatila Fitri Sopali (2025) and Lia Anjelina (2025), which stated that work safety has a positive and significant effect on employee performance.

Overall, these findings reinforce the importance of management attention to work safety. Beyond impacting employee welfare, work safety also directly contributes to enhancing both individual and organizational performance. Therefore, work safety policies should not merely be administrative formalities but consistently and continuously implemented to create a healthy, safe, and productive work environment.

### **The Effect of Compensation on Employee Performance**

Based on the SPSS analysis, the t-value obtained was 14.916 with a significance value of 0.000, which is below 0.05. This indicates that the compensation variable has a positive and significant effect on employee performance. In other words, the better the compensation provided by the company, the higher the performance demonstrated by employees.

This result indicates that compensation is a key factor that motivates employees to work optimally. In this study, compensation includes base salary, allowances, bonuses, incentives, and other forms of recognition provided by the company for employee contributions. When employees feel their efforts are fairly rewarded through adequate compensation, they are motivated to increase productivity, responsibility, and loyalty to the company.

These findings also align with work motivation theories, such as Herzberg's Two-Factor Theory, which states that compensation is a hygiene factor that can prevent dissatisfaction and promote work motivation if provided appropriately. Practically, competitive compensation not only improves individual performance but also helps companies retain quality employees and reduce turnover.

Compensation is the reward given by the company to employees for their duties, responsibilities, and obligations in achieving organizational goals. Compensation is important because its magnitude reflects the perceived value of the employee's work to colleagues, family, and society. An adequate compensation system, particularly in high-uncertainty environments, supports employee motivation. According to Murty and Hudiwinarsih (2022), proper compensation and motivation can encourage employees to perform their tasks and overcome challenges effectively.

However, companies must understand that compensation is not the sole factor affecting performance. Adequate compensation should be supported by a fair work system, a healthy work environment, career development opportunities, and harmonious superior-subordinate relationships. By balancing compensation with other factors, companies can foster employees who perform well and remain committed in the long term.

Based on the table data, all statements have the same mean of 2.45, except one statement with a slightly higher mean of 2.46, statement number 5: "I receive adequate allowances according to my job." Overall, the low mean values indicate that respondents' satisfaction with compensation and work facilities is relatively low or suboptimal. A mean around 2.45 suggests that most respondents chose "Neutral" or "Disagree," indicating dissatisfaction or unclear understanding of the benefits received.

Particularly for statements such as "Incentive criteria are clearly explained" and "I receive adequate allowances according to my job," a high percentage of "Disagree" responses indicates that transparency and fairness in the company's compensation system need improvement. Employees may feel undervalued if they do not understand the incentive system or perceive allowances as insufficient. Companies should evaluate the compensation system thoroughly and improve internal communication so that employees feel fairly accommodated.

This aligns with research by Fiqri Ilham (2025) and Putri Resiya Febrianti (2025), which stated that compensation has a positive and significant effect on employee performance.

Overall, these findings highlight the importance of an effective compensation strategy in enhancing employee performance. Therefore, management should continuously evaluate and adjust compensation policies to remain competitive and relevant. Proper implementation will not only increase productivity but also foster a positive work culture and support sustainable organizational growth.

### **The Effect of Work Facilities on Employee Performance**

Based on SPSS analysis, the t-value obtained was 1.052 with a significance value of 0.296, which is much higher than the commonly used significance level of 0.05. This indicates that, statistically, the work facilities variable does not have a significant effect on employee performance.

With a significance value above 0.05, the null hypothesis ( $H_0$ ), which states that work facilities do not affect employee performance, cannot be rejected. Conversely, the alternative hypothesis ( $H_1$ ), which states that there is an effect, is rejected. This means that statistically, there is insufficient evidence to claim that work facilities directly influence employee performance in this study.

This result suggests that, while work facilities are important, they may not be the primary factor driving employee performance. Employees may feel sufficiently satisfied with existing facilities, or other factors such as motivation, leadership, compensation, and work culture may have a more dominant influence. Therefore, management should consider other significant factors in improving performance.

Additionally, this may reflect that the available work facilities are not optimally utilized by employees or do not fully meet actual work needs. If facilities are irrelevant or do not support daily tasks, it is understandable that they do not affect performance. Companies should evaluate the types and quality of facilities provided to ensure they directly benefit work productivity.

Work facilities are essential for organizations as they support employees in completing tasks. Many factors influence employee performance, and facilities are part of the work environment. To enhance performance, adequate facilities are necessary. According to Moekjizat (2022), facilities are physical means that process inputs into desired outputs.

Based on the data, the statement with the lowest mean is statement number 10: "The toilet is always clean and well-maintained," with a mean of 2.25. This is lower than other statements, all with a mean of 2.45, indicating that cleanliness and maintenance of toilets remain a primary concern for employees. Although most respondents answered "Agree" or "Neutral," 23% disagreed, showing inconsistency in toilet cleanliness, which could impact employee comfort and satisfaction.

Clean and well-maintained toilets are an essential part of a decent work environment. Employees who are uncomfortable using basic facilities like toilets may experience reduced job satisfaction and productivity. Management should conduct regular inspections, improve sanitation maintenance, and ensure adequate cleaning staff. Maintaining toilet quality demonstrates the company's care for employee health and comfort, positively impacting morale and overall performance.

This aligns with research by Neta Triana, Hamman Zaki (2025), and Widya Puspita Prasetyanti (2025), which stated that work facilities have a positive and significant effect on employee performance.

Overall, although work facilities support work activities, the results indicate that their presence has not been proven to significantly affect employee performance. These findings suggest that companies should not only focus on providing facilities but also consider how they are utilized and strengthen other factors that more directly impact performance.

### **The Effect of Work Safety, Compensation, and Work Facilities on Employee Performance**

Based on the F-test results, the calculated F-value was 265.903 with a significance level of 0.000. This value is below 0.05, indicating that  $H_0$  is rejected and  $H_a$  is accepted. Therefore, it can be concluded that, simultaneously, work safety, compensation, and work facilities have a significant effect on employee performance. This means that the three independent variables together can explain the variation in employee performance observed in this study.

Furthermore, the coefficient of determination shows an Adjusted R Square of 0.910 or 91.0%. This indicates that 91% of the variation or changes in employee performance can be explained collectively by work safety, compensation, and work facilities. The remaining 9% is influenced by other variables outside the model, such as leadership, intrinsic motivation, organizational culture, and others.

A high Adjusted R Square value indicates that the regression model has a very good predictive capability for the dependent variable, employee performance. This confirms that the three independent variables studied are important factors contributing significantly to performance outcomes. Management should therefore pay particular attention to these aspects when formulating policies to improve performance.

Overall, these results illustrate that strategies to enhance employee performance cannot be separated from efforts to create a safe work environment, provide fair compensation, and ensure adequate work facilities. These three variables have a substantial simultaneous effect on performance. However, companies should also consider other factors beyond this model that may influence performance to adopt a more comprehensive and sustainable approach.

#### 4. CONCLUSION

Based on the results of the study on the influence of work safety, compensation, and work facilities on employee performance at PT. Sea Asih Lines, the following conclusions can be drawn: Work safety has a positive and significant effect on employee performance. Compensation has a positive and significant effect on employee performance. Work facilities do not have a positive and significant effect on employee performance. Simultaneously, work safety, compensation, and work facilities together have a significant influence on employee performance. Overall, the findings indicate that improvements in work safety and compensation contribute greatly to enhancing employee performance, while work facilities have not shown a significant impact. Therefore, the company needs to strengthen the implementation of occupational safety, improve the compensation system to ensure fairness and transparency, and enhance the quality of supporting facilities to promote comfort and productivity among employees. The author would like to express sincere gratitude to all those who have contributed to the completion of this research. Special thanks are extended to the management and employees of PT. Sea Asih Lines for their cooperation and valuable information provided during the research process. The author also expresses appreciation to the academic supervisors for their guidance, input, and encouragement throughout this study. Finally, heartfelt thanks are conveyed to family and friends for their continuous support and motivation.

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